

**ADMINISTRATIVE CAPACITY, INFRASTRUCTURE DEVELOPMENT AND
MAINTENANCE (ADMIN) WORKING GROUP (WG)
Stellwagen Bank National Marine Sanctuary Scituate, MA
9:00am to 4:30pm
23 August 2004**

MEETING SUMMARY

ACTION: Action Plan Language Clarification

Nathalie Ward will request clarification on various portions of Strategy AD.1 and AD.2 written by Craig MacDonald. Based on discussions, Ward will edit the Strategies as necessary.

ADMIN WORKING GROUP MEMBERS: (August 23, 2004)

Name	WG Seat / Affiliation	Attendance
Dick Wheeler	WG Chair – SAC	Present
Nathalie Ward	WG Team Lead – SBNMS	Present
Susan Dowds	Museums & Aquariums – New England Aquarium	Present
Lisa Reed	Museums & Aquariums – Mystic Seaport	Not Present
David Bergeron	Business Associations – MA Fisherman’s Partnership	Not Present
Greg Ketchen	Business Associations – Gloucester Community Development Corp	Not Present
Dan Morast	Conservation – IWC	Not Present
Maggie Geist	Conservation – APPCC	Present
David Clapp	Conservation – Mass Audubon	Not Present
Stephanie Murphy	Education & Research – WHOI	Present
John Bullard	Education & Research – Sea Education Association	Not Present
Robbin Peach	Government – Mass Environmental Trust	Present
Steven Tucker	Government – Cap Cod Commission	Present
Technical Advisors		
Lori Aguelles	NMSF Technical Advisor	Not Present
Mary Enstrom	NMSP Technical Advisor	Not Present
Paula Jewell	Mass Bay National Estuary Resource Program Technical Advisor	Not Present
Kathie Abbott	Island Alliance Technical Advisor	Not Present
Others Present		
Jennifer Ghiloni	PSGS	

WELCOME, INTRODUCTIONS, AND ADOPTION OF AGENDA

Nathalie Ward welcomed WG members. Ward requested approval of the 23 August Agenda and the 5 May Meeting Summary; motion was made to accept both items without further revision. Ward then presented WG members with the charge for the day—to review and edit as necessary the Draft Final Version of the ADMIN Action Plan (AP).

NEW BUSINESS

Ward presented WG members with the ADMIN WG Attendance List and ADMIN AP Executive Summary Table. These items are to be presented to the Sanctuary Advisory Committee (SAC) at the two AP review sessions in October and November 2004. Members were asked to review each item and make corrections as necessary.

ACTION PLAN REVIEW

Description of Issues

WG members felt it important to modify the original ADMIN WG goal statement to more accurately reflect the intent and purpose of the ADMIN WG and AP. In addition, a disclaimer statement was added to the introduction noting that the ADMIN AP was developed without input of the other WGs or knowledge of their overall goals and objectives. The edited version of the "Description of Issues" section has been included in Appendix A of this document. All edits appear in track changes.

Strategy AD.1 – Improve Overall Site Staffing and Support Capabilities

Strategy AD.1 was largely written and edited by SBNMS Superintendent, Craig MacDonald. WG members had some difficulty understanding MacDonald's overall intentions under this section. It was recommended that AD.1 be returned to MacDonald for further clarification. As a result, only minor edits were made to this section of the AP. The edited version of Strategy AD.1 has been included in Appendix A. All edits appear in track changes.

Strategy AD.2 – Maintain and Enhance the Infrastructure of the Site

WG members were asked to review Strategy AD.2 and edit as necessary. The following is a brief summary of the issues, questions and comments made and discussed during the review of this Strategy. The edited version of Strategy AD.2 has been included in Appendix A. All edits appear in track changes.

Comment 1: It was unclear to WG members why Activities 2.5 through 2.6 should be considered infrastructure improvement activities. It was suggested by the WG that these items be reviewed and edited by Ben Haskell of SBNMS before they are included as Activities under Strategy AD.2.

Strategy AD.3 – Develop SBNMS Friends Group

WG members were asked to review Strategy AD.3 and edit as necessary. The following is a brief summary of the issues, questions and comments made and discussed during the review of this Strategy. The edited version of Strategy AD.3 has been included in Appendix A. All edits appear in track changes.

Issue 1: As presented in the AP, can the SBNMS make the Friends Group happen?

Initially, ADMIN WG members requested a "laundry list" of all potential strategies being developed by each of the 11 WGs. Understanding the desires of the other groups would allow the ADMIN WG to develop an ADMIN AP that could appropriately support them. However, due to time constraints and the staggered stages of AP development across groups, obtaining this "laundry list" was not possible. As a result, members felt Strategy AD.3 might be too broadly scoped. Ward, however, had expressed this concern to the SBNMS Superintendent, Craig MacDonald. Based upon their discussions MacDonald felt that the ADMIN WG was on target with their strategy because they have developed a "generic" strategy that can be applied and modified by Sanctuary Staff as necessary.

It was also noted by the WG that in order to get a Friends Group going there needs to be public buy-in. Often times, this buy-in is associated with a project. Based on this fact WG members expressed concern over who would develop and drive this type of project. Ward noted that this would be developed internally and driven by Sanctuary Staff.

Question 1: What is the anticipated Friends Group start-up schedule?

Answer 1: The WG has already identified the ideal start-up schedule of 6 months; however, it will be the responsibility of the SBNMS Staff and Superintendent to drive the process. Plans are currently being made to hire a new Outreach Coordinator for the Sanctuary. It is envisioned that one of the main responsibilities of the Outreach Coordinator will be to help kick-off the Friends Group effort.

Question 2: Do we want to request that a Friends Group Coordinator be hired as part of the Sanctuary Staff?

Answer 2: No, the Friends Group is a separate entity from the Sanctuary and therefore the Friends Group Coordinator should be directly associated with the Group not the Sanctuary.

Question 3: Will the National Marine Sanctuary Foundation (NMSF) actually grant money to a 5013C?

Answer 3: According to the NMSF they can; however, they have not done this as of yet. We are banking on the fact that they will.

Strategy AD.4 – Develop a Comprehensive Volunteer Plan/Programs to Support Sanctuary Programs

WG members were asked to review Strategy AD.4 and edit as necessary. The following is a brief summary of the issues, questions and comments made and discussed during the review of this Strategy. The edited version of Strategy AD.4 has been included as Appendix A. All edits appear in track changes.

Issue 1: Outreach Coordinator vs. Volunteer Coordinator

There was some confusion as to whether the Outreach Coordinator position currently being considered by MacDonald would include all Volunteer Coordinator duties as well. If this was in fact the case, WG members were concerned. WG members felt that an Outreach Coordinator is more of a marketing focused position and as a result will not be able to focus on launching a volunteer program and will not have time to coordinate and develop projects for volunteers. It was noted however, by Ward, in prior discussions with MacDonald that it is unlikely that the Sanctuary would be able to secure funds to support a Volunteer Coordinator position at this time, therefore to get things in motion initially the Outreach Coordinator position has been identified for the task. Once the Volunteer Program is up and running then a case can be made for hiring a full-time Volunteer Coordinator to run the Program.

Question 1: Is there currently any monies at the Sanctuary set aside for a volunteer program?

Answer 1: No, there is no budget monies currently set aside for volunteer work. This will be established once the ADMIN AP Strategy has been reviewed and approved.

Question 2: Does SBNMS currently have any volunteers?

Answer 2: There are currently no organized volunteers at the Sanctuary.

Question 3: Does SBNMS have an idea of the level of volunteerism that might be needed/desired?

Answer 3: This has not yet been assessed or determined.

Strategy AD.5 – Assess Emerging Issues

WG members were asked to review Strategy AD.5 and edit as necessary. Several new activities were added as a result of their review. The edited version of Strategy AD.5 has been included in Appendix A. All edits appear in track changes.

FINAL COMMENTS

It was noted that WG members should contact Nathalie Ward if they wish to have a copy of the AP Compendium to be reviewed by the SAC.

Meeting adjourned 2:30pm



U.S. DEPARTMENT OF COMMERCE
National Oceanic and Atmospheric Administration
National Marine Sanctuary System
Stellwagen Bank National Marine Sanctuary
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**Administrative Capacity, Infrastructure Development
and Maintenance (ADMIN) Working Group**

AGENDA

23 August 2004

9:00 A.M. to 4:00 P.M.

SBNMS—The Annex

Scituate, MA

9:00 – 9:30 am	Welcome, Approval of Minutes, Adoption of Agenda, Old Business Review of ADMIN AP format
9:30 – 10:00	Discussion: AD.3—Develop a SBNMS Friends Group
10:00 – 10:30	Discussion: AD.4—Develop a SBNMS Volunteer Organization to Support Sanctuary Programs and Enhance Site Visibility
10:30 – 12:00 pm	Discussion: AD.1—Improve Overall Site Staffing and Support Capabilities
12:00	Lunch
12:30 – 2:00	Discussion: AD.2—Maintain and Enhance Infrastructure of the Site
2:00	Coffee Break
2:15 – 3:00	Discussion: AD.5—Assess Emerging Issues
3:00 – 4:00	Review and Concluding Remarks
4:00	Adjourn

Appendix A: ADMIN Action Plan

Gerry E. Studds Stellwagen Bank National Marine Sanctuary Administrative Capacity, Infrastructure Development and Maintenance Action Plan

Overview

Public scoping comments solicited during the Stellwagen Bank National Marine Sanctuary (SBNMS) management plan review indicated concern that SBNMS may be inadequately funded to support effective resource management and protection. The ADMIN WG concluded that an effective administrative framework and the development of infrastructure for the SBNMS are necessary to meet the commitments of the National Marine Sanctuaries Act (NMSA).

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The Administrative Action Plan describes the organizational structure and functions of the Sanctuary program to address the primary responsibilities in marine resource protection, research and monitoring, exploration, evaluation, and education and outreach. This Action Plan provides the framework for an improved administrative capacity, infrastructure development and maintenance function.

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The NMSP is responsible for overall management of SBNMS. The NMSP supports the implementation of the management plan through funding of on-site operations. It is also responsible for establishing national policies and procedures to support specific issues in the Sanctuary.

The SBNMS office establishes an annual budget setting out expenditures for program development, operating costs and staffing. Funding priorities are reviewed and adjusted annually to reflect evolving conditions of the Sanctuary and overall national program priorities.

Description of the Issues

The Stellwagen Bank National Marine Sanctuary initiated its management plan review public scoping process in 1998, and again in 2002 (See Appendix A). The process revealed several concerns relative to administrative capacity. The two issues addressed were:

- Base-Level Staffing and Program Support
- Infrastructure Development and Maintenance

The aforementioned concerns provided the impetus for the development of a Sanctuary Advisory Council Administrative Capacity, Infrastructure Development and Maintenance (ADMIN) Working Group (WG) to address the scoping comments. The WGs developed the following ADMIN goal statement:

To propose a prioritized resource development strategy aimed at developing adequate capacity to implement the goals and objectives of the working groups.

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**Timing constraints associated with the Management Plan Review process prevented the ADMIN WG from reviewing the final goals of the other WGs. Their needs have been addressed in this Action Plan, however, through the most current information provided by the SBNMS staff. It is envisioned that any WG goals not captured in the ADMIN Action Plan will be addressed by staff and the SAC.*

Addressing the Issues—Strategies ~~for~~ this Action Plan

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The Administrative Action Plan describes the manner in which budget and staffing are organized to implement programs described in other action plans. Marine educators, business and industry representatives, development directors, ... and concerned citizens provided regional ~~input~~ for the five strategies outlined in this action plan. (See Table 1)

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- AD.1—Improve Overall Site Staffing and Support Capabilities
- AD.2—Maintain and Enhance Infrastructure of the Site
- AD.3—Develop a SBNMS Friends Group
- AD.4—Develop a SBNMS Volunteer Organization to Support Sanctuary Programs and Enhance Site Visibility
- AD.5—Assess Emerging Issues

Each strategy is detailed below.

STRATEGY AD.1 – IMPROVE OVERALL SITE STAFFING AND SUPPORT CAPABILITIES

- *Objective:* To improve site staffing and support capabilities for SBNMS programs.

Background

Administrative roles for governing the Sanctuary are divided up between the SBNMS Superintendent and the NMSP. NMSP provides the oversight and coordination of the 13 National Marine Sanctuaries by developing an overarching framework for resource management, setting broad priorities for addressing resource management issues, and directing general policy and program development. The SBNMS is responsible for onsite management and day -to-day operation of the Sanctuary. Staff positions currently include:

- *Sanctuary Superintendent:* Responsible for overall administration of SBNMS programs and activities;
- *Operations Coordinator:* Responsible for management plan review (MPR) coordination, facilities renovation, and marine operations
- *Education Coordinator:* Responsible for education, public awareness and exhibit programs, and communications;
- *Research Coordinator:* Responsible for research and monitoring programs;
- *Sanctuary Advisory Council (SAC) Coordinator:* Responsible for planning and needs assessment, and Councils' policy and meeting coordination;

- *Administrative Specialist*: Responsible for budgetary control, general procurement, and office management;
- *Administrative Assistant*: Responsible for general office support and assistance
- (0.5 time);
- *GIS Analyst*: Responsible for geographic information system (GIS) data management and technical planning support;
- *Maritime Archeologist*: Responsible for assessing, inventorying and documenting heritage resources;
- *Boat Captain*: Responsible for maintenance and operation of RV Gannet (28-ft) and RV Sentinel (41-ft) [latter beginning in August 2004] (currently 0.5 time);
- *Enforcement Coordinator*: Responsible for enforcement support and multi-agency coordination—NMFS Office of Law Enforcement Special Agent assigned to SBNMS.

Over the next five years, the activities proposed in the Plan will necessitate an increase in staffing, either through the addition of permanent positions or through the effective use of contract services to meet these needs. The decisions on adding permanent staff or addressing needs through contractual support will hinge on a variety of factors such as the annual budget, available personnel positions through NOAA, and the nature of the tasks addressed. Consequently, the staffing plan described below outlines the needs to be addressed but is not prescriptive in indicating the mechanism to be used to provide that support. Those decisions will be made on an annual basis, weighing the factors described above.

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Strategy Summary

This Action Plan identifies new or renewed emphasis in the area of education, outreach, research, financial resource development, marine operations, and law enforcement. The increase in program visibility, scientific capability and patrol frequency, which were called for by the public during the scoping process, will require enhanced investment in these areas. To address this concern, the Sanctuary should support the equivalent of five new positions to be filled over the next two-five years: Outreach Coordinator (1), Marine Ecologist (1), Marine Operations Manager (1), and Enforcement Officer (2). Additionally, the existing Boat Captain position should become full-time.

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The existing Education Coordinator position needs to be divided to add focus and separately address the education and outreach responsibilities. While functional overlap is implicit in much of the subject matter treated, there is a clear distinction in the constituencies that need to be served. The current Education Coordinator will serve public education needs across K-12 and continuing adult education programs. The focus will be on associated learning, curriculum support, etc. within the context of formal education. A new Outreach Coordinator position would be responsible for raising public awareness of the SBNMS. Duties would include but are not limited to volunteer program coordination, exhibits development and partnering, media communication, special events planning, etc. The Outreach Coordinator would also be a liaison with the National Marine Sanctuary Foundation (NMSF) and the local Friends organization. It is anticipated that a full-time Volunteer Coordinator position eventually will be needed in addition to the Outreach Coordinator.

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The existing *Operations Coordinator* position needs to be **redefined**—divided to separately address and better serve the diverse functions currently involved. These include: 1) a new *Management Planner* position which would be responsible for the ongoing tasks supporting management plan revision, and associated responsibilities which could include amending the designation document, drafting regulations, and developing ecological assessments or impact statements; 2) a new *Facilities and Marine Operations Manager* would be responsible for all facilities maintenance and development as well as all marine operations support and oversight. Related duties would include site emergency and evacuation planning, site security and safety, HAZMAT planning and operational coordination, permit review, and vessel and dive operations supervision. This position ideally would be filled by a NOAA Corps officer.

A new *Marine Ecologist* position needs to be created to develop and facilitate research projects in order to better understand benthic community and ecosystem processes within the SBNMS. This position would collaborate with, and be under the supervision of, the site Research Coordinator. The function could be served either by a staff position or a revolving post-doctoral “fellow” position(s) in conjunction with partnering universities.

Two *Enforcement Officers* need to be **dedicated** to SBNMS to **assure** adequate patrol frequency and case support. The officers could be from either the federal NOAA Office of Law Enforcement (OLE) or state Massachusetts Environmental Police (MEP), **and would be funded by the Sanctuary**. The officers would be responsible for on-site/at-sea patrols to insure compliance with regulations and permit conditions and to serve interpretive enforcement functions. They would be under the supervision of the SBNMS Enforcement Coordinator, who is a NOAA/OLE special agent.

The existing *Boat Captain* position should be made full-time to accommodate the operation and maintenance of the Sanctuary’s growing fleet of vessels. Up until recently, the SBNMS operated a single boat. To meet the site’s current needs, a second boat was added to the Sanctuary’s inventory in August 2004. To expand operating capacity to year-round, a new 48ft research catamaran is being built, with delivery scheduled for October 2006. The position would work under the supervision of the new *Facilities and Marine Operations Manager* position.

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Activities ()

(1.1) Maintain Existing Staff and Hire Additional Staff to Support New Programs

The current staff listed above is responsible for undertaking existing projects and managing day-to-day operations.

Actions:

1.1.1 Examine current skills of employees and determine what additional training is necessary.

1.1.2 Determine what capacities are presently missing from its operational structure and ensure the development of that capacity through additional training and/or additional hires.

(1.2) Hire Two New Enforcement Officers

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Actions:¶

1.1.1 Examine current skills of employees and determine what additional training is necessary.¶

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1.1.2 Determine what capacities are presently missing from its operational structure and ensure the development of that capacity through additional training and/or additional hires. [1]

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To address enforcement staffing, the Sanctuary will develop an enforcement plan, utilizing a database of use and user patterns to assess future enforcement needs. To support the demands for a heightened at-sea presence, the Sanctuary will request an assignment of an additional NOAA Corps officer for marine operations.

(1.3) (add all new hires in order)

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(1.X) Maintain and Enhance Operation of the Sanctuary Advisory Council (SAC)

The SAC serves as a forum of consultation and deliberation for the community and as a source of consensus-based advice to the Sanctuary Superintendent. Continuation and adequate support of the Council assures continued public input to management decision-making, while expanding public awareness about the Sanctuary and challenging marine resource management issues. The involvement of the community is vitally important to successfully protect and manage Sanctuary resources. The WG suggests that the NMSP continue to support the Council and ensure that meetings are held regularly.

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Actions:

- 1.X.1 Provide funding for SAC workshops and related activities additional to core SAC budget support.

STRATEGY AD.2 – MAINTAIN AND ENHANCE THE INFRASTRUCTURE OF THE SITE

- Objective: To maintain and enhance the infrastructure capacity of the site.

Background

The management and administration of Sanctuary programs relies on adequate facilities, vehicles and vessels for support.

Facilities

The Sanctuary's administrative offices are located at 175 Edward Foster Road, Scituate, MA. Staff offices and conference room occupies a 6,800-square foot, three-story building in the former Scituate Coast Guard Station on First Cliff Point. An adjacent 2,200-square-foot, two-story annex houses a meeting facility and office space for visiting scientists, post-doctoral students and graduate interns. Both buildings are climate-controlled using geothermal technology. A renovation of the Administrative Building and the Annex was completed in 2004.

A two-story boathouse is built on a large pier over 250 ft in length, with two floating docks attached. The docks have the capacity to simultaneously berth one 41-ft vessel and three smaller boats. Additionally, the Sanctuary has two moorings adjacent to the pier. Renovations are planned for both the boathouse and pier to better utilize the existing capacity and to accommodate the new 48-ft vessel currently under construction.

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Vessels and Vehicles

SBMNS currently operates two vessels—RV Gannet (28-ft) and RV Sentinel (41-ft)—in support of research, monitoring and education activities. These vessels serve as the principal means for accessing the Sanctuary. The Sanctuary has contracted for the construction of a new 48-ft research vessel with plans for completion in early 2006. The Sanctuary also operates four vehicles for passenger use and equipment transport.

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Activities (7)

(2.1) Maintain and Acquire Vessels as Necessary

As enforcement needs expand, so will demand for increased Sanctuary patrols and interpretive enforcement programs. Over the next three to five years, a vessel dedicated primarily to enforcement will be needed at SBNMS. A requirement of the vessel should be the ability to operate year-round. The 41-ft *Sentinel* (a former U.S. Coast Guard patrol boat) should be assigned to that use.

(2.2) Identify, Prioritize and Fill Equipment Needs

The Sanctuary will conduct an annual review to determine what equipment and technical support is necessary, including full computer work stations for each employee, guest work stations, geographic information system stations, network server, etc. The needs of the office will be prioritized and new equipment purchased as funding allows.

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(2.3) Determine Best Use of Sanctuary Boathouse and Renovate it

Renovations and/or modifications to the existing building to enhance Sanctuary programmatic activities would be beneficial. Expanded facilities should include areas to support research and marine operations. A suitability and demand analysis, as part of a feasibility study, would assist in determining the most productive use of this facility. It also would contribute to development of the design concept and construction plan.

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(2.4) Maintain a Database for Sanctuary Permitting

The Sanctuary issues permits for research, education and special-use activities in accordance with the NMSA. Maintenance of a permitting database will facilitate the efficient and timely issuance of permits on an as-needed basis.

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(2.5) Maintain and Enhance a SBNMS Diving Program

The Sanctuary operates an active diving program in order to inventory and document shipwrecks, conduct research, characterize SBNMS resources, and conduct emergency rescues as necessary. We expect the equipment needs of this program to grow with the advent of expanded programs and a new research vessel.

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(2.6) Enhance Enforcement Activities at the Sanctuary

Enforcement of Sanctuary regulations will be enhanced as an ongoing activity through the Joint Enforcement Agreement (JEA) between NOAA's Office of Law Enforcement (OLE) and the Sanctuary.

(2.7) Expand Patrol-related Outreach and Interpretive Enforcement Efforts

During patrols, officers will provide Sanctuary information direction to users. Materials will be distributed as appropriate. Additionally, communications will be increased with constituents and user groups at marinas and community events.

STRATEGY AD.3 – DEVELOP SBNMS FRIENDS GROUP

- *Objective:* To establish a SBNMS Friends Group to supplement financial resources and to enhance interest in and visibility of the Sanctuary.

Background

Currently, there are no mechanisms to leverage funds for SBNMS programs, except by means of the NMSF. With increased demands on Sanctuary resources, it is critical to develop mechanisms to increase public awareness of NMSP, raise visibility of SBNMS programs, and promote partnerships with constituents.

Strategy Summary

The ADMIN Working Group proposes that SBNMS establish a local Friends Group (non-profit 501C3) to provide supplemental funding to advance the Sanctuary's mission. To plan and manage for a secure future, SBNMS needs to cultivate personal and local relationships to enhance financial support and interest in Sanctuary programs. These efforts will be accomplished by:

- Creating a local presence and advocacy that demonstrates familiarity with Sanctuary needs
- Promoting local visibility and heightened public awareness
- Offering administrative flexibility
- Building relationships and partnerships with other groups and stakeholders that value the resource
- Developing a unique identity for the Sanctuary (locally and nationally)
- Identifying a broad range of local funding resources for education, outreach and research programs

Activities (1)

(3.1) Support the Creation of a SBNMS Friends Group

The Friends Group is expected to be developed in three phases to support special SBNMS programs, projects and events.

- Phase 1: Administrative Working Group (December 2003 to August 2004)
- Phase 2: Interim Board Development and 501C3 Certification (1 year)
- Phase 3: Transition to fully functioning Friends Group (6 months from completion of Phase 2)

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The Friends Group will work with the National Marine Sanctuary Foundation (NMSF) to supplement financial resources and is envisioned to be independent within 3 to 5 years. Phase 2 is outlined below.

Phase 2: Overview

Create the draft "Organizational Development Plan" for the Friends Group which should include a mission statement supportive of the Sanctuary, elements for a strategic fundraising plan and a projected budget. Members of the ADMIN WG and others should assist in the development of the Plan. The Interim Board is expected to complete its work within 1 year. The Interim Board, working in collaboration with the SBNMS Superintendent, will accomplish the following:

- Seek guidance and advice from the NMSF;
- Write proposals to the NMSF, the NMSP and/or others for interim support in the establishment of the Friends Group (i.e., assist with initial funding);
- Develop a job description for Friends Group Coordinator;
- Secure the legal entity to develop application for 501C3 certification;
- Nominate a slate of board members for the Friends Group;
- Identify potential Friends; and,
- Maintain communication with regional groups and other organizations with common interests in the Sanctuary.

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STRATEGY AD.4 – DEVELOP A COMPREHENSIVE VOLUNTEER PLAN/ PROGRAMS TO SUPPORT SANCTUARY PROGRAMS

- Objective: To provide a framework for the development and operation of a SBNMS Volunteer Program

Background

The ADMIN WG proposes to establish a program for volunteer coordination to support Sanctuary activities and functions. Volunteers are a necessary and vital force in achieving the goals of the NMSP.

Currently, SBNMS volunteers are few in number. They support activities and functions on an as-needed basis due to the lack of organizational infrastructure. Volunteers typically assist with events such as the Annual Fish Count or SBNMS Poster Competition, or as stakeholder representation for the Stellwagen's Advisory Council (SAC).

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There are many opportunities where volunteer programs are needed including but are not limited to: education and outreach in schools and communities, special fund-raising events, staff support, research and scientific monitoring.

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Establishing a local volunteer program at SBNMS meets NOAA's Strategic Vision for the 21st century, which articulates that NOAA is a partner with communities in protecting, restoring, and managing coastal and ocean resources.

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Strategy Summary

Many functions of the SBNMS and the NMSP can be enhanced through the establishment of volunteer programs that may provide essential support for Sanctuary programs, and build community support and commitment to the goals and strategies of the NMSP. The WG recommends that a formal volunteer program will be developed in phases, focusing on outreach and scientific monitoring.

Activities (2)

(4.1) Develop a SBNMS Volunteer Program

This program would focus on team-building, communications and support activities.

Actions:

4.1.1 Develop SBNMS Volunteer Action Plan

The Sanctuary should identify and prioritize volunteer program plan objectives. Programmatic areas may include but are not limited to the following: naturalist, education/outreach, science, events and boater/diver corps.

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4.1.2 Develop an Internship Program

The Sanctuary needs short-term specialized assistance which leverages staff resources and provides education and training for students for careers in marine science.

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4.1.3 Develop a Post-Doctoral Funding Program

The Sanctuary needs highly specialized technical and scientific capability applied to short-term specific needs of programmatic areas. The Sanctuary should partner with research institutions to share costs for post-doctoral fellowship positions.

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4.1.4 Develop and Support International Exchange of Volunteers Between SBNMS and Other Sanctuaries such as Silver Bank Humpback Whale Sanctuary (Dominican Republic)

Both SBNMS and Silver Bank Humpback Whale Sanctuary in the Dominican Republic share a valued resource—the humpback whale. Establishing a “sister-sanctuary” volunteer exchange relationship between SBNMS and Silver Bank will support education and research exchanges between the two countries. This programmatic exchange will also promote visibility of cross-boundary “endangered” Sanctuary resources and could lead to increased support for the Sanctuary program.

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Deleted: to facilitate infrastructure development and capacity building, and

Deleted: International research and education coordination will assist with a better understanding of this shared resource.

(4.2) Maintain and Enhance SBNMS Diver Corps

Emphasis on recruitment and training of new diver corps volunteers will provide a much-needed service for Sanctuary Maritime Heritage Resource as well as research and education/outreach

programs. The diver corps assists with shipwreck inventory, documents Sanctuary resources, and has the potential to elevate Sanctuary visibility.

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STRATEGY AD.5 – ASSESS EMERGING ISSUES

- *Objective:* To identify emerging issues for consideration.

Activities (4)

(5.1) Assess *Opportunities for Federal, State and Local Government Grants as well as Foundation Grants*

For example, National Science Foundation (NSF) grants are available to scientists conducting research in the Sanctuary that can include an education and outreach component.

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Deleted: complementary requirement to develop education initiatives which may assist researchers to leverage funds for SBNMS Education and Outreach Programs.

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(5.2) *Seek Involvement with the Massachusetts Ocean Management Initiative as well as Other Regional and Gulf of Maine Initiatives*

(5.3) *Draft a Process to Build Relationships in Conjunction with Future Broad Policy Initiatives, emerging from the Pew Ocean Report and the Federal Ocean Commission Report*

(5.4) *Investigate New Technologies that Could Expand the Capacity and Efficiency of the Sanctuary*

APPENDICES
(ADMINISTRATIVE CAPACITY, INFRASTRUCTURE
DEVELOPMENT AND MAINTENANCE)

APPENDIX AD.I – Related Public Scoping Comments

Base Level Staffing and Program Support:

Concerns:

1. SBNMS does not have enough money or staff to deal with current research, monitoring, enforcement, outreach,
Budget needs to increase to be able to perform mandate in future
2. NMSP describes itself as cutting edge but that's so only in those sites with high political visibility and significant budgets, NMSP needs to be tending to all sites
3. Concerned about the issues in the original MP that didn't get dealt with. Does SBNMS have capacity to do its job?

Actions / strategies:

1. Clarify the administrative capacity of the site to perform obligations
2. Need enforcement bodies
3. Increase research funding for SBNMS if not currently enough to meet mandate
4. Increase proper resources for education and outreach (more staff and \$)
5. Challenge stakeholders to develop creative solutions to management activities
6. The staff must work as an integrated team and increase intra and inter agency relationships.
7. Additions to the Sanctuary staff should result from a national pool of applicants with diverse backgrounds to encourage creative thinking and broaden input.
8. Clarify what is a fully staffed site.
9. Create long term goals for SBNM

Infrastructure Development and Maintenance:

Concerns:

1. Concerned that sanctuary does not have proper human nor financial resources
2. Need better infrastructure – more \$ for new office
3. Need a functional research vessel
4. SBNMS needs to take an active role in setting example for minimizing environmental impacts within the agency
5. Sanctuary budget is too excessive; not justified given role of sanctuary and duplication of roles performed by other agencies; SBNMS should have budget cap
6. It should be the responsibility of a user of the Sanctuary to justify that their activity won't adversely affect the resource. For example, require a conservation plan, a monitoring plan and a risk assessment of the activity. Users should pay for their own management
7. The primary goal of resource protection and ecosystem management must begin, not within the Sanctuary boundaries, but within the SBNMS office.
Programs including office recycling, utilization of pump out stations and the use of biodeisel for the Sanctuary vessel or vessels should be mandatory.
Office renovations should be done with the primary consideration of energy efficiency and alternative energy sources.

8. Part of change in status quo management is to avoid hypocrisy by having an environmentally sound facilities plan to be as low impact as possible through “sustainable administration”

Actions / Strategies:

1. Estimated costs in funds and for staff time should be included as part of the final draft plan for each of the possible actions
2. The costs associated with managing the Sanctuary should be made public.
3. The Sanctuary must lead by example by reducing waste through the use of recycled goods, alternative energy, and other methods of minimizing waste.
4. Use packaging materials that have the potential of being recycled.
5. Assess ability for SBNMS to perform its job given current funding. What are restraints on increasing budget?
6. The Revised Management Plan should include an itemized list of resources needed to support the fulfillment of the goals of the Sanctuary program and the SBNMS.
7. The revised management plan should reflect the Sanctuary’s need for the necessary platforms to carry out their programs, such as: completed Sanctuary offices and meeting space, a larger research vessel to support research at this offshore site, and sufficient personnel to successfully implement Sanctuary programs.
8. The revised management plan should reflect the Sanctuary’s need for the necessary platforms to carry out their programs, such as: completed Sanctuary offices and meeting space, a larger research vessel to support research at this offshore site, and sufficient personnel to successfully implement Sanctuary programs.

APPENDIX AD.II – PROBLEM STATEMENT QUESTIONS TO ADDRESS

Base Level Staffing and Program Support:

1. What are the resources needed (e.g. adequate funds and administrative capacity) to support the SBNMS programs and operations?
2. What additional funding mechanisms, partnerships or volunteer support can contribute to SBNMS achieving its Management Plan's goals and objectives.
3. How can a "Friends Group" assist base level staffing and program support?
4. In what innovative ways can SBNMS partnerships and a Volunteer Network contribute to improved staffing, program support and infrastructure development?

Infrastructure Development and Maintenance:

1. How can the infrastructure be improved to maximize human or financial resources? What are the specific issues for each programmatic area?
2. Can "users" contribute support (whether financial or otherwise) that will enhance Sanctuary programs and staff development?
3. In what ways can the NMSP, SBNMS staff, and partners contribute to a "sustainable administration"?
4. What are the resources needed to support the fulfillment of the goals of the Sanctuary program and the SBNMS?

APPENDIX AD.III – Acronyms

JEA – Joint Enforcement Agreement

OLE – NOAA’s Office of Law Enforcement

Draft

LITURATURE CITED
(ADMINISTRATIVE CAPACITY, INFRASTRUCTURE DEVELOPMENT
AND MAINTENANCE)

LITURATURE CITED

Strategy AD.1

Strategy AD.2

Strategy AD.3

Strategy AD.4

Strategy AD.5

Draft

To address enforcement staffing, the Sanctuary will develop an enforcement plan, utilizing a database of use and user patterns to assess future enforcement needs. To support the demands for a heightened at-sea presence, the Sanctuary will request an assignment of an additional NOAA Corps officer for marine operations.

Actions:

1.1.1 Examine current skills of employees and determine what additional training is necessary.

1.1.2 Determine what capacities are presently missing from its operational structure and ensure the development of that capacity through additional training and/or additional hires

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